

HS10-OWI-003

REVISION K

EFFECTIVE DATE: January 28, 2009

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# ORGANIZATIONAL ISSUANCE

HS10

## ORGANIZATION AND LEADERSHIP DEVELOPMENT OFFICE PROGRAMS AND SERVICES

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VERIFY THAT THIS IS THE CORRECT VERSION BEFORE USE

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### DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		9/30/99	OWI was baselined.
Revision	A	5/24/00	Quality Records. NPG1441.C was changed to NPG 1441.1. Vanessa Suggs, Renee Higgins, Ela Washington are the OPR's for this document, Building 4200, Room 302B, 340A, and 340B.
Revision	B	8/21/00	Quality Records. NPG 1441.C was changed to NPG 144.1. Vanessa Suggs, Bill Brewster, Ela Washington, and Jerry Miller are the OPRs for this document, Building 4200, Room 302B, 340A, 344C, and 346A.
Revision	C	10/22/02	Document revised for minor editorial changes and changes in the call letter process.
Revision	D	6/9/03	Minor editorial changes were made.
Revision	E	9/17/03	Applicable documents were changed to reference documents.
Revision	F	5/17/04	Minor editorial changes were made.
Revision	G	10/29/04	This revision is to bring this document in compliance: Changes per HQ Review Action (CAITS 04-DA01-0387).
Revision	H	9/27/06	Per the Center Reorganization effective February 6, 2006, HS40/Employee and Organization Development Department has been split to form HS10/Learning and Organization Development Office and HS40/Training and Incentives Office.
Revision	I	5/25/07	Major re-write due to new HS10 Manager. Notice typo for document revision I, from previous DCC, it should be revision H.
		9/13/2007	Document Review
Revision	J	5/5/08	Updated link was added to section 10.4. Deleted the Part-time study section, and deleted the APPEL section, both of these programs have been transferred over to HS40/Training and Incentives Office. Formatted numbering due to deleted sections.
Revision	K	1/28/09	Updated due to OHC scrubbing all of OHC's OWI's.

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## 1. PURPOSE

The purpose of this Organizational Work Instruction (OWI) is to document the processes by which employees can participate in a variety of Agency and Center funded organization and leadership development opportunities.

## 2. APPLICABILITY

Marshall Space Flight Center (MSFC) employees who meet eligibility requirements.

## 3. AUTHORITY AND APPLICABLE/REFERENCE DOCUMENTS

### 3.1 AUTHORITY

MPD 1280.1, Marshall Management Manual (MMM)

### 3.2 APPLICABLE DOCUMENTS

NPR 1441.1, NASA Records Retention Schedules (NRRS)

### 3.3 REFERENCE DOCUMENTS

3.3.1 MPR 1440.2, MSFC Records Management Program

3.3.2 MPR 3410.1, Training

## 4. DEFINITIONS

4.1 Administrative Officer. The MSFC employee that is responsible for administrative functions in an organization.

4.2 Call Letter. The letter used for Center-wide solicitation of nominations to specific programs.

4.3 Centerwide Action Items Tracking System (CAITS). The MSFC electronic tracking system for actions requiring a response from the recipient.

4.4 Office of Human Capital(OHC), HS01. The MSFC staff office that is responsible for overseeing HS10 Organization and Leadership Development Office functions.

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4.5 Organization and Leadership Development Office, HS10. The OHC office that is responsible for providing consultations pertaining to optimizing individual, team, and organizational performance with an emphasis on leadership development. HS10 partners with clients to create talent management strategies that achieve the desired goals and results for Agency and Center missions.

4.6 Employee Services and Operations Office, HS50. The OHC office responsible for a comprehensive human resource management program and maintenance of critical employee and supervisory records.

4.7 MSFC. Marshall Space Flight Center.

4.8 Mentor. A person who takes an active role in the development of an individual. Such activity shall include guidance on appropriate training opportunities, consultation on work assignments, and specific developmental activities agreed upon by both the mentor and employee.

4.9 Personnel Management Advisory Committee (PMAC). The MSFC committee composed of key MSFC directors who make personnel selection decisions for development programs.

## 5. INSTRUCTIONS

The following instruction includes essential information on the call for nominations, selection, and placement process for the following training and development programs:

- NASA Fellowships
- Federal Executive Institute (e.g. Leadership for a Democratic Society)
- Agency Executive and Management Programs
- Office of Personnel Management (OPM) Programs of the Management Development Centers
- Brookings Institution
- NASA Leadership Development Program (LDP)
- MSFC Supervisory Development Courses
- MSFC Leadership Development Series
- Academic Studies (Full Time Academic Study)
- NASA Foundations of Influence, Relationships, Success, and Teamwork (FIRST)
- Agency Professional Coach Training

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- Organizational Development Services

## 5.1 NASA Fellowships

NASA Headquarters (HQ) Office of Human Capital Management (OHCM) distributes a call letter to request nominations for the NASA Fellowships which shall take place during the upcoming fiscal year. These programs are developmental courses offered by leading universities. The call letter is received by HS10.

5.1.1 HS10 reviews the request for nominations and prepares a call letter under signature of HS01. This call letter is distributed each year as a Center-wide action. In order to ensure complete distribution of the information, a wide range of communication vehicles are utilized: Center-wide electronic email announcements, supervisory newsletters (e.g., "To The Point"), informal and formal client visits, and announcements in Executive Forum settings. All organizations receive the call letter for review and submission of candidates.

5.1.2 Nominations are submitted to HS10 on MSFC Form 3702-1, Nominations for Executive Development Programs. HS10 reviews the MSFC Form 3702-1 verifying that the candidate meets the qualifications for the individual fellowship program. Qualifications for each program are noted in the NASA HQ OHCM call letter.

5.1.3 After reviewing the MSFC Form 3702-1, HS10 completes a MSFC Form 3611, Checklist for Honorary Awards, Fellowships, and Other Personnel Development Opportunities on each candidate and forwards all nominations to HS01.

5.1.4 HS01 calls a meeting of the Personnel Management Advisory Committee (PMAC) and selections are made.

5.1.5 After selection, HS10 notifies the selectees and assists them in completing NASA Form 1591, and any other applicable paperwork required by NASA HQ OHCM.

5.1.6 Upon completion of NASA Form 1591, HS10 submits all nominations to NASA HQ OHCM, along with a cover letter signed by the MSFC Center Director.

5.1.7 NASA HQ OHCM convenes a panel to review the nominations and shall call the candidate for an interview. In this case, the

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nominating organization where the individual works pays all travel costs associated with the interview.

5.1.8 NASA HQ OHCM makes selections.

5.1.9 Upon notification by HQ OHCM, HS10 notifies those selected and is responsible for ensuring that proper paperwork is completed for the candidate to enter the university conducting the program.

5.1.10 Travel and tuition costs are transferred to RS01 by NASA HQ OHCM and travel orders are prepared by the participant's organization.

5.1.11 Employees register via SATERN for the approved course.

5.1.12 Upon completion of the program, the training is entered into the employee's training history.

## **5.2 Federal Executive Institute (FEI) Leadership for a Democratic Society**

Annually, HS10 prepares a request for nominations to Leadership for a Democratic Society. This program is a 160-hour training course that covers core competencies for senior executives. The call letter is issued as a CAITS action under signature of HS01 and is distributed in conjunction with the call for Fellowship nominations (see section 5.1.1).

5.2.1 Nominations are submitted to HS10 on MSFC Form 3702-1. HS10 reviews the nominations to verify that the candidate meets program qualifications as noted by FEI.

5.2.2 HS10 completes an MSFC Form 3611, Checklist for Honorary Awards, Fellowships, and Other Programs on each candidate and forwards all nominations to HS01 for selection.

5.2.3 HS01 calls a meeting of the PMAC and selections are made.

5.2.4 HS10 notifies the selected employees. Employees register via SATERN for the approved course.

5.2.5 Travel orders are prepared and funded by the participant's organization.

5.2.6 Upon completion of the program, the training is entered into the employee's training history.

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### 5.3 Agency Executive and Management Programs

NASA Headquarters Office of Human Capital Management distributes a annual call to HS10 for upcoming training programs. These programs include but shall not be limited to:

- [Business Education Program](#)
- [Business Planning & Execution Simulation](#)
- [Finance for Non-Financial Managers](#)
- Leadership Alignment for Managers (formerly MIP/MEP)

5.3.1 Annually, HS10 prepares a call letter requesting nominations. This call letter is distributed to all MSFC organizations as a CAITS action. In order to ensure complete distribution of the information, a Center-wide announcement is also distributed.

5.3.2 Nominations are submitted to HS10 from each organization in priority order. HS10 reviews the nomination and verifies that each candidate meets the qualifications for the program.

5.3.3 HS01 convenes the PMAC to review candidates and make selections for all available developmental positions.

5.3.4 HS10 notifies and registers the selected participants.

5.3.5 Travel is paid by NASA Marshall and travel orders are completed by the participant's organization. There is no cost to the Center for the course.

5.3.6 Upon completion, the training is entered into the employee's training history.

### 5.4 OPM Programs of the Management Development Centers, Brookings Institution, and Federal Executive Institute (not to include Leadership for a Democratic Society)

Annually, HS10 prepares a call letter requesting nominations for OPM Programs of the Management Development Centers, Brookings Institution and FEI programs (not to include Leadership for a Democratic Society). This call letter is distributed to all MSFC organizations as a CAITS action. In order to ensure complete distribution of the information, a Center-wide announcement is also distributed.

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5.4.1 Nominations are submitted to HS10 by each organization in priority order.

5.4.2 HS10 reviews the submission verifying that the candidates meet the qualifications for the program. The qualifications are noted in the program information published by OPM, Brookings, and FEI.

5.4.3 HS01 convenes the PMAC to review candidates and make selections for all available developmental positions.

5.4.4 HS10 notifies selected employees and employees register via SATERN.

5.4.5 Travel and tuition are paid by NASA Marshall. Travel paperwork is completed by the employee's organization.

5.4.6 Upon completion, the training is entered into the employee's training history.

## **5.5 NASA Leadership Development Program (LDP)**

Each year, NASA HQ OHCM distributes a call letter to request nominations for the LDP. This call letter is received by HS10.

5.5.1 HS10 reviews the request for nominations and prepares a call letter under signature of HS01. This call letter is distributed to all MSFC offices as a CAITS action. In order to ensure complete distribution of the information, a Center-wide announcement is also distributed.

5.5.2 Nominations are submitted to HS10 on MSFC Form 3702-1. HS10 reviews the nominations and verifies that the candidate meets eligibility requirements as outlined in the NASA HQ OHCM call letter.

5.5.3 After reviewing the MSFC Form 3702-1, HS10 completes a MSFC Form 3611 on each candidate and forwards all nominations to HS01.

5.5.4 HS01 convenes the PMAC to review candidates and make selections for all available positions.

5.5.5 Upon selection, HS10 notifies the candidates and assists in completing NASA Form 1591 as required by the NASA HQ OHCM call letter. The document is forwarded to NASA HQ OHCM by HS10 with a cover letter signed by the Center Director.



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5.5.6 Travel is funded by NASA HQ OHCM and funds are transferred to RS01 for distribution.

5.5.7 Upon completion, the training is entered into the employee's training history.

## **5.6 Training and Development of New Supervisors**

Applies to all employees moving into a first time supervisory/management position who have not served previously in such positions, are serving in a new probationary period, and/or have not had basic supervisory training. The basic supervisory training module is available to new supervisors upon request, and can include (but is not limited to) Supervisory Orientation, Situational Leadership, Introduction to Supervision, and Creative Problem Solving. Other courses and/or developmental interventions shall also be offered upon request.

Note: HS50 has the responsibility for notifying employees of their probationary period and keeping records pertaining to an employee's probationary status.

5.6.1 HS40 schedules courses based on the need and announces the training opportunity via Center training announcements.

5.6.2 Upon completion, the training is entered into the employee's training history.

## **5.7 MSFC Leadership Development Series (LDS)**

5.7.1 Each year MSFC OHC issues a call letter requesting nominations for the MSFC LDS HS10 prepares the letter and the call is distributed to all MSFC organizations as a CAITS action. The letter includes instructions for the nomination process. Participation in the MSFC LDS is not mandatory and is not a self-nomination process. Managers and supervisors nominate individuals each year through the CAITS process. Supervisors shall not participate in the same series with any of their subordinates.

5.7.2 Organizational leaders prioritize the organization's list of nominees before sending it to HS10. Administrative Officers in each organization coordinate the collection of nominations and send their organization's prioritized list of nominees to HS10.

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5.7.3 HS10 LDS instructors review the prioritized nominations and make selections with consideration for various factors that help create a diverse mix of functional areas and people.

One key strategic thrust of the selection process is to ensure representation in each series by each major organization at the Center. Another key strategy is to routinely select higher grade managers first, followed by the next higher grades, until all managers, supervisors and team leaders at the Center have completed the MSFC LDS. However, each series usually shall include a mixture of GS-15's, 14's and 13's depending on the nominations from each organization and the need to create the proper diversity and mix within the group.

5.7.4 HS10 notifies and registers individuals who are selected from each organization's list of nominees. Full attendance each day of the nine day series is required and commitment to that policy is a condition of registration. Participants and their supervisors agree to fully complete all three sessions with the same group.

5.7.5 Upon satisfactory completion of all requirements for the Series, HS10 submits a list of graduates to HS40, and the training is credited to the participant's training record.

5.7.6 HS10 LDS instructors maintain the flexibility to support class participants who, for various reasons, are required to deviate from the above stated process.

## **5.8 NASA Foundations of Influence, Relationships, Success, and Teamwork (FIRST)**

NASA FIRST is a HQ sponsored Agency-wide leadership development program that targets the entry-level workforce, a previously overlooked segment of our workforce in terms of agency leadership development.

The program's purpose is to provide "individual contributors" and "influence leaders" the opportunity to develop foundational leadership skills in the areas of Personal Effectiveness, Business Acumen, and Leading and Managing Others. This takes place in the

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context of working from an Agency perspective in service of the Agency's Succession Management Strategy.

Target audience is GS-11 thru GS-12 "individual contributors" and "influence leaders" in science, engineering, and professional administrative positions with potential for greater leadership roles in the future.

Program consists of 25 Days of formal training (over a 1-year period); approximately 8-10 hours per week. Included are 4 residential training modules:

- Center level group project
- Working with mentor
- Shadowing
- Completing program assignments

NASA HQ shall issue an annual call to the Center. HS10 shall solicit nominations Center-wide. Application packages for each candidate shall include:

- NASA FIRST Application Form
- Center Individual Development Plan (IDP)
- Letter of Support from Supervisor

The Center shall select employees that best fit the criteria for the program. A panel comprised of a diverse group of Center representatives (supervisors and non-supervisors) shall be convened to make these selections. Selection process shall include activities such as reviewing the applications, conducting formal interviews, and discussing Center Succession Planning Strategy. Areas of assessment for each applicant shall include (but shall not be limited to):

- Personal Vision - Candidates shall demonstrate how they plan to contribute to NASA's goals through their personal leadership and influence.
- Leadership Potential - Candidates shall demonstrate the desire and ability to be a future leader within NASA.

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- Personal Effectiveness - Candidates shall demonstrate their ability to garner the respect of peers and supervisors as well as the potential to lead through personal influence.
- Technical Skills & Knowledge - Candidates shall demonstrate a solid understanding of their discipline area including results of technical work and discipline training completed.
- Critical Thinking - Candidates shall demonstrate their ability to "think outside of the box" and apply critical and appropriate judgment to interpersonal and organizational issues.
- Teamwork - Candidates shall demonstrate their ability to build and maintain trust and supportive relationships with others in a team environment.
- Open to Feedback - Candidates shall demonstrate the ability to use feedback to continuously learn and enhance their performance. This includes the ability to offer constructive feedback to others.

Center selections determine participation; there is no Agency-wide competition. Once Center selections are made, participants are notified and a Center selection package is forwarded to the FIRST Program Manager at NASA HQ.

HS10 supports the participants by assisting with all aspects of program participation.

Participation is noted in the employee's training history.

## 5.9 Agency Executive Coach Training Program

5.9.1 NASA has established the following standards for selecting internal coaches.

- Coaching Certification - All internal coaches shall have coaching credentials from an ICF-certified training program.
- Tested Experience - The coach shall have the appropriate level of corporate experience to understand the development, political and environmental needs of the employee.
- Skilled at Problem Diagnosis - If diagnostics instruments are used, the coach shall be appropriately certified to

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administer those instruments to assess gaps, help identify blind spots for the individual being coached, determine outcome measurements (score card for accountabilities pre and post assessments to measure 360-degree feedback), and facilitate communication and feedback.

- Results Oriented - The outcomes of the coaching relationship shall specify how the coaching success would be measured, evaluated, and realized by individual performance improvement and NASA mission impacts. Additionally, a coaching agreement for the employee shall be established up front and refined throughout the coaching relationship.
- Knowledge and Application of Coaching Competencies, including Interpersonal Competencies - The coach shall demonstrate through past experience and application of competencies previously identified.

Center Office of Human Capital Director is responsible for selecting individuals who shall serve as internal Center and Agency Coaches.

Periodically OHC shall issue a call requesting nominations for the Agency Executive Coach Training Program for internal coach trainees. A nomination committee consisting of a member from HS01, HS50, and the program manager shall make the initial selections with consideration for various factors that help create a diverse mix of internal coaches to best serve MSFC in all organizations. The committee shall identify potential candidates from possible GS-14 and GS-15 candidates. HS10 prepares the notice and distributes it to all MSFC organizations requesting permission of the supervisor to inquire if the nominee would be available for this one year of very stringent study. Once the supervisor agrees that the candidate would be available for training they notify HS10 to offer the training opportunity to the employee. The candidate notification shall include instructions for the enrollment process as well as requirements of the employee if selected in the program.

Participation in the MSFC Executive Coach Training Program is completely voluntary and is not a self-nomination process. A

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nomination committee prepares the list of accepting nominees along with any recommendations from managers and supervisors at MSFC.

5.9.2 OHC organizational leaders select one nominee from the GS-14 or GS-15 accepting candidate group. A written justification as to how the participant shall provide coaching services to the center as up to 10 percent of their normal work duties is prepared by the Human Resources Director. The selected nominee identifies the International Coaching Federation accredited school of choice and the information related to estimated tuition cost plus any travel cost to be incurred. Administrative Officer in the organization coordinates the nomination selection with the supervisor to insure the employee's availability for the designated training dates.

5.9.3 The target goal shall be to ensure representation at the Center that can provide trained coaching services to executives in all organizations. Once trained, coaches shall demonstrate the ability to address individual and organizational change, enable personal transformation and career-role transition, support the development of future leaders, address a specific problem area or challenge, and facilitate creativity and continuous improvement.

5.9.4 HS10 works with the selected individual to insure registration is completed appropriately with adequate funding available and sends the nomination and required information to NASA HQ Strategic Executive Coaching Program Lead. When funds are made available by HQ or Center Training Office the nominee shall be notified and can then register and begin participation in the coach training. Full participation and commitment to meeting the requirements of the selected program shall be expected of the nominee.

5.9.5 Upon satisfactory completion of all requirements and once the appropriate apprentice practice hours have been accomplished the coach shall exercise business coaching for the center in accordance with the standards of the NASA Strategic Executive Coaching Program Handbook.

## 5.10 Organizational Development (OD) Services

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HS10's OD service to the Center is provided primarily through a process consultation cycle of Assessment, Planning, Implementation, and Evaluation (APIE). An important distinction to note is that the HS10 OD professionals are "process" consultants rather than "expert" consultants -- their expertise is in OD methodology, not in the technical areas of clients.

5.10.1 The interested client contacts the HS10 Manager or the OD specialist directly if a professional relationship exists.

5.10.2 The OD specialist conducts a scoping process (usually a phone call, email or a personal visit) in which the offsite or intervention goals are basically established. (A formal contract to document these goals shall be warranted given a large task scope.)

5.10.3 The OD specialist conducts an assessment which shall include personal/group interviews, surveys, personal observation, and/or collection and analysis of historical data. Once scope and need are understood, the OD specialist shall gain appropriate approvals from HS10 management to enable prioritization and assignment of resources.

5.10.4 The OD specialist shares his/her diagnosis with the client, makes recommendations, proposes an approach, and collaborates with the organizational leaders to plan actions aimed at accomplishing the intended outcomes, i.e., development or clarification of organizational vision, goals, roles, responsibilities, relationships, expectations, plans, priorities and procedures. An organization development plan shall include one or more sessions (interventions) for the manager and team, facilitated by the HS10 OD consultants, often away from the normal office environment to allow more focused conversation, activities and reflection.

5.10.5 The OD specialist designs and conducts an intervention to implement the plan. The scope of an organization development intervention varies. It could be a brief, 1-2 hour facilitated working session for a small team focused on brainstorming, discussion of key issues, or teambuilding -- or it could be a half day leadership transition workshop for a new manager and team -- or it could be a multiple-days offsite aimed at developing complex strategies and plans for an organization with 2500 employees, etc. HS10 OD consultants customize their interventions to meet specific needs of clients.

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5.10.6 The OD specialist and client evaluate the effectiveness of the approach and implementation, and determine next steps, as appropriate.

5.10.7 The OD specialist prepares an after action summary for the client and HS10 Manager.

## 5.11 Change Management (CM) Services

HS10's CM service to the Center is provided primarily by assignment to a strategic Agency or Center-level funded projects or unfunded initiatives. MSFC CM methodology follows an organizational development school of thought to approach and manage its projects, and CM places emphasis on developing the skills of project managers, core team members and end users toward a successful project implementation. There is large degree of variation found in the scopes of CM projects, and project lengths of over 12 months are not uncommon. Long-term projects like these often require additional management strategies including a Memorandum of Agreement to define the roles and responsibilities of the Project Manager and CM representatives during the life of the project cycle.

MSFC CM's methodology is to document the present and future states of a given project for use in a gap analysis that shall guide the CM activities throughout the project. The resulting gaps from this analysis result in the identification and documentation of project risks and project stakeholders for use in developing the Project Communication Plan, Security or Role-mapping Plan and the Training Plan. The management of each of these components makes up the bulk of CM activities through a Project's Implementation, Go-Live and Stabilization phases.

5.11.1 The interested organizational Project Sponsor contacts the HS10 Manager to discuss project requirements and/or make a request for CM services.

5.11.2 The HS10 Manager routes the project request to the appropriate group for a recommendation on the CM scope, goals and the appropriate staffing levels to successfully complete the project.

5.11.3 The HS10 Manager reviews the recommendation and staffs the project with the appropriate team or individual.



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5.11.4 CM assignee(s) meet(s) with the Project Sponsor and/or the Project Manager and begin(s) execution of the Project.

5.11.5 Outbriefing's to assess offsite goals are held, with subsequent follow-up assessments meetings planned if necessary.

## 5.12 Full-Time Study Programs

5.12.1 The Full-Time Study Program provides MSFC employees the opportunity to concentrate on graduate academic training to enhance their present and future job efficiency. A call for nominations shall be announced during the first quarter of each fiscal year.

5.12.1.1 Directors of each organization are asked to nominate employees from their directorate and submit nominees to HS10 on MSFC form 3702 (Resume for MSFC-Sponsored Full-Time Study Program). In addition to MSFC 3702, supporting data is requested, which can be found at <http://ohc.msfc.nasa.gov/old/>

5.12.1.2 Candidates shall be a full-time permanent employee with one year of service at Marshall Space Flight Center.

5.12.1.3 Approved program of study is typically at the graduate level in a technical specialty field that shall meet current or future center needs.

5.12.1.4 The program duration is 120 days to 1 full year. Full salary, benefits, and travel (one round trip) are paid by the employee's organization. Tuition, registration, and laboratory fees are paid by HS10.

5.12.1.5 The HS10 Program Coordinator ensures appropriate credit is received by employee for training.

## 6. NOTES

None.

## 7. SAFETY PRECAUTIONS AND WARNING NOTES

None.

## 8. APPENDICES, DATA, REPORTS, AND FORMS

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MSFC Form 3702-1                      Nomination for Executive Development Programs

MSFC Form 3611                        Checklist for Honorary Awards, Fellowships, Other Programs

NASA Form 1591                        NASA Development Programs Application

## 9. RECORDS

9.1 MSFC Form 3702-1 shall be retained for 5 years and destroyed.

9.2 MSFC Form 3611 shall be retained for 5 years and destroyed.

9.3 NASA Form 1591 NASA Fellowship Nomination Form shall be retained for 5 years and destroyed.

## 10. TOOLS, EQUIPMENT, AND MATERIALS

10.1 OPM information available: [www.leadership.opm.gov](http://www.leadership.opm.gov)

10.2 Brookings Institute information available: [www.brookings.edu](http://www.brookings.edu)

10.3 NASA Leadership and Management Development Program information, Fellowship Information, and NASA Professional Development Information available: <http://nasapeople.nasa.gov/training/>

## 11. PERSONNEL TRAINING AND CERTIFICATION

None.

## 12. FLOW DIAGRAM

None.